WHY INVOLVE THE PUBLIC IN "TECHNICAL DECISIONS"

THE RATIONALE FOR PUBLIC INVOLVEMENT

- **Improved quality of decisions by:**
  - **Anticipating public concerns and attitudes**
  - **Better problem definition**
  - **Full consideration of alternatives**
  - **Better understanding of why things “are the way they are”**

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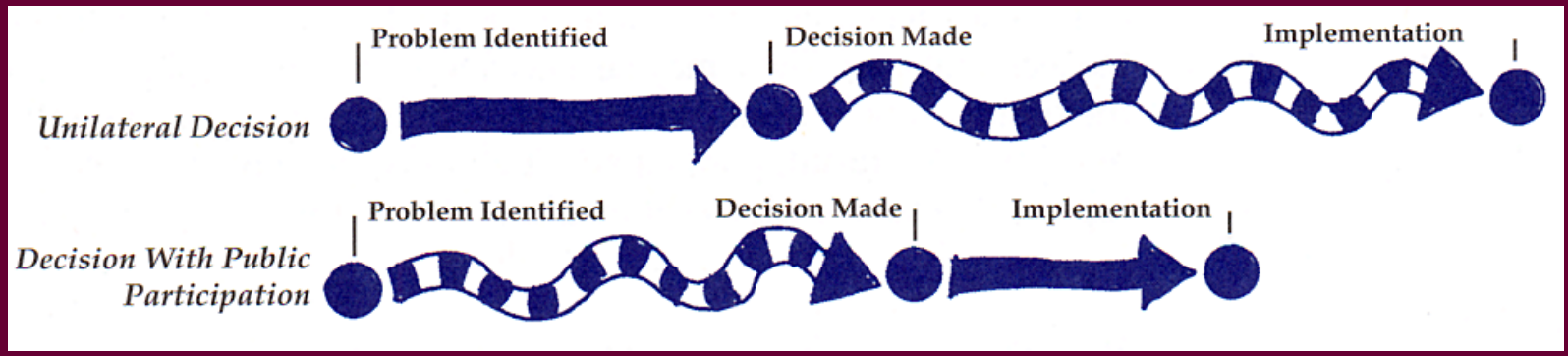
THE RATIONALE FOR PUBLIC INVOLVEMENT - Continued

- Minimizing cost and delay



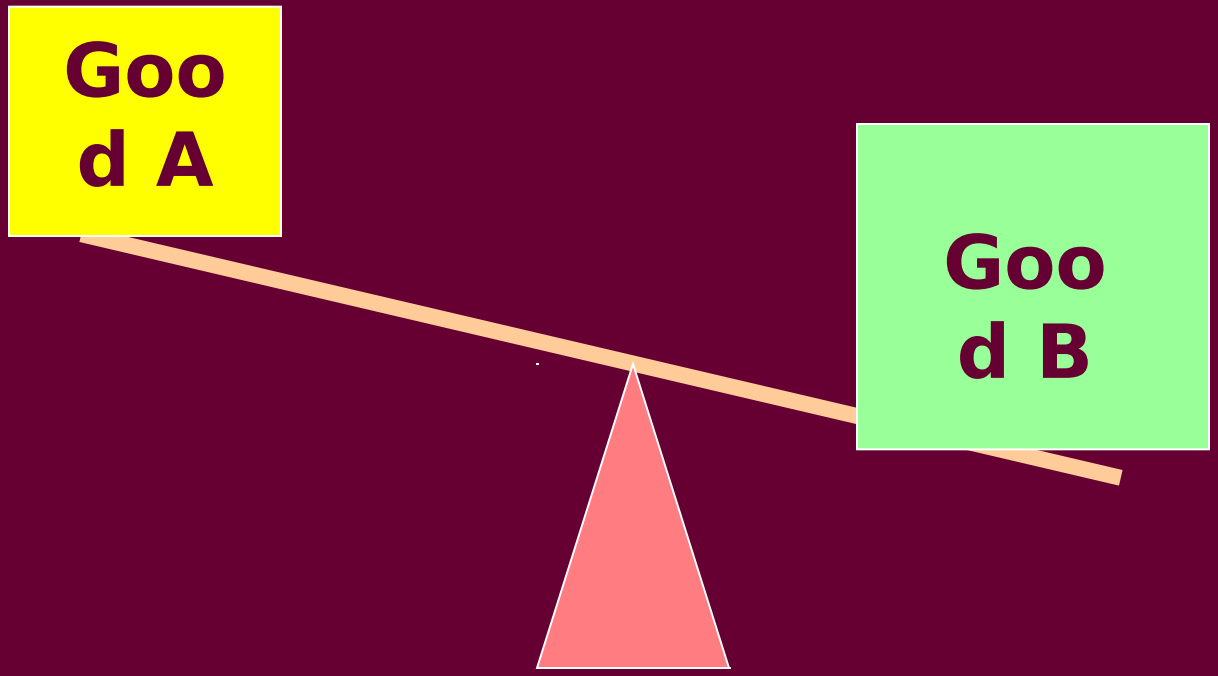
THE RATIONALE FOR PUBLIC INVOLVEMENT - Continued

- Increased ease of implementation
- Enhances sustainability of implemented programs
- Avoiding "worst-case" confrontations
- Reduced perception of risk
- Developing civil society – putting the "civil" back in civil engineering

THE RATIONALE FOR PUBLIC INVOLVEMENT - Continued

- Many decisions people think of as technical decisions are actually choices between competing “values”
- “Values choices” involve having to choose between two things society thinks of as “good”

“VALUING” MEANS DECIDING WHICH “GOOD” IS MORE IMPORTANT



VALUES LINE-UP

- It’s 2005, and there is now scientific consensus that second-hand smoking is a significant cause of cancer
- You are all the staff of a regulatory agency that has to act once it is known that a substance causes cancer

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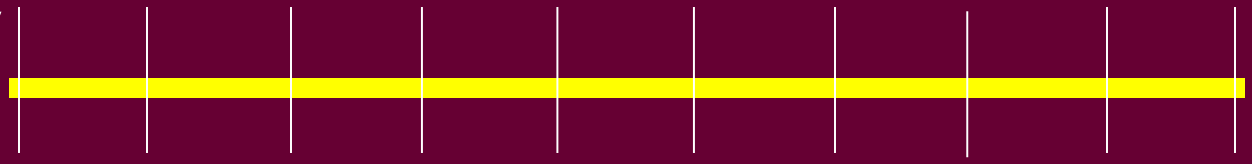
WHERE DO YOU STAND?

Smoking is my God-given right



Smoking in the presence of other people is a crime

DEBRIEFING THE EXERCISE

- The instructions made clear that the science was conclusive: secondary smoke causes cancer.
- There wasn’t a disagreement on a technical basis, the disagreement was about values.

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TWO VALUES CONTINUA

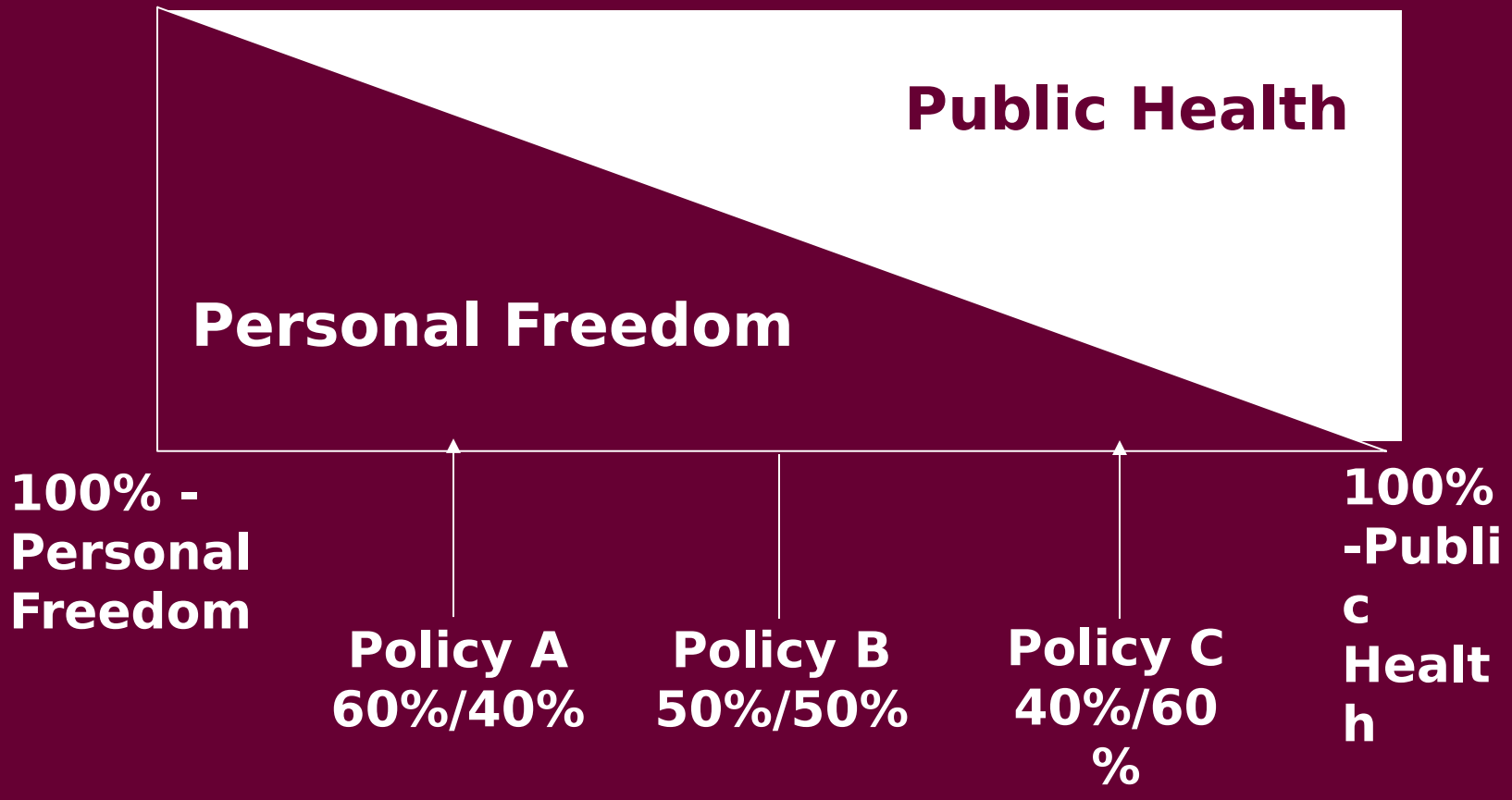
PERSONAL FREEDOM

PUBLIC WELFARE

GOVERNMENT IS BEST THAT GOVERNS LEAST

GOVERNMENT IS THE PROTECTOR OF PUBLIC HEALTH & SAFETY

Policies are balance points along a continuum between two “goods.”



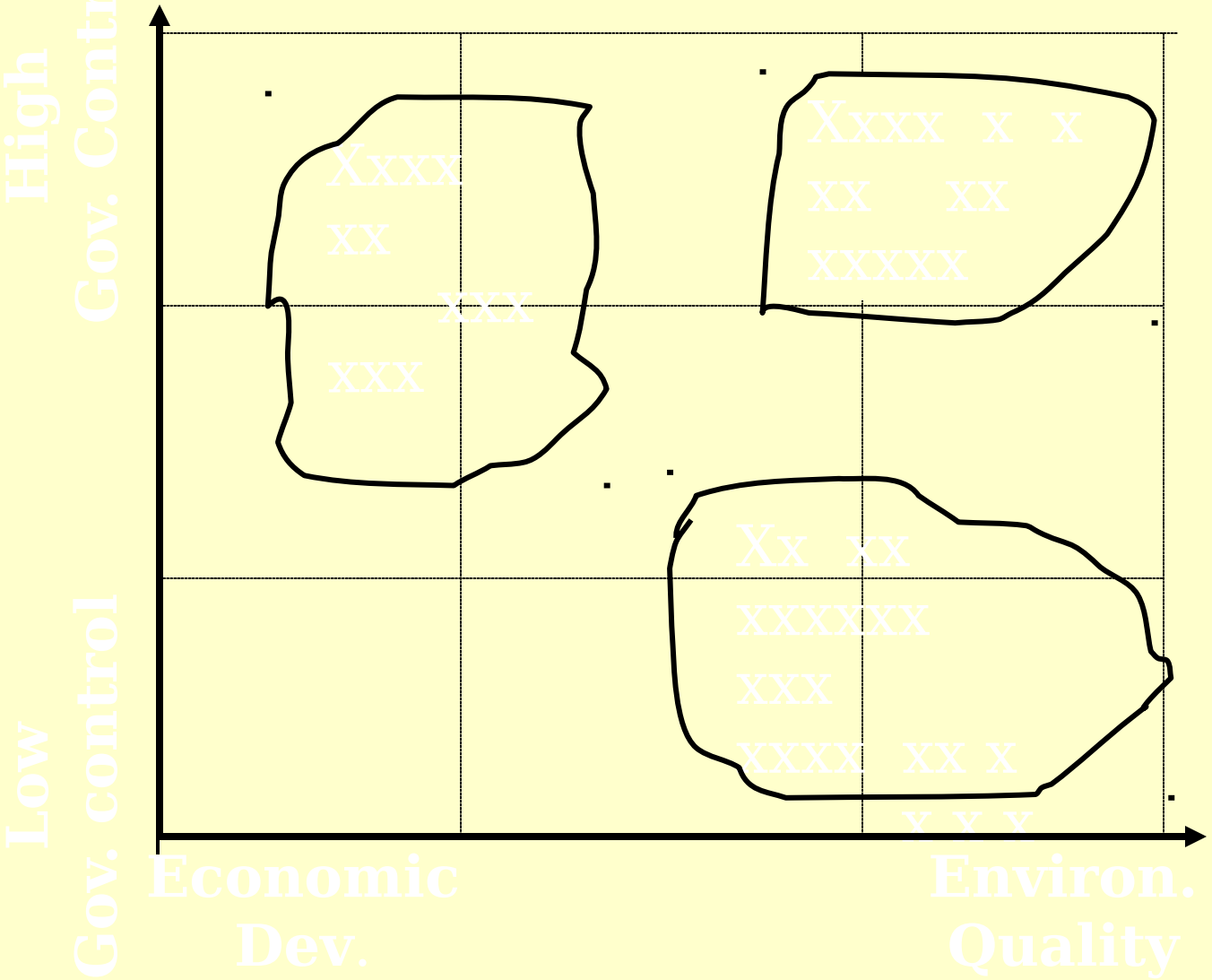
A MULTI-DIMENSIONAL VALUES MATRIX

WHAT IS THE PUBLIC WELFARE?

ENVIRONMENTAL PROTECTION / ECONOMIC DEVELOPMENT	INDIVIDUAL FREEDOM		GOVERNMENT ACTION
	Environmental protection is most important - achieved by individual/private action	Environmental protection is most important – best achieved by a mix of individual action and government action	Environmental protection is most important – best achieved by government action
	Environment and economics equally important – best achieved through individual initiative	Environment and economics equally important – but it requires both individual initiative and government action	Environment and economics equally important – but best achieved by government action
	Economic development is most important – best achieved by individual/ private action	Economic development is most important – best achieved by a mix of individual action and government action	Economic development is most important – best achieved by government

HOW IT IS BEST ACHEIVED

Developing Value Based Alternatives



SOME OBSERVATIONS ABOUT VALUES

- When there are big values differences, the other side will always appear “over-emotional” and “irrational”
- People of similar point of view will cluster together

SOME OBSERVATIONS ABOUT VALUES - Continued

- Agencies develop homogenous values
- People with the same values move ahead
- Different agencies have different values

CHARACTERISTICS OF "TECHNICAL" DECISIONS

- Involve one value dimension, e.g. water quality
- Governed by professional standards
- In theory, two technical people should come up with comparable answers

WHY INVOLVE THE PUBLIC IN "TECHNICAL DECISIONS?

Most larger decisions made by agencies aren't really technical decisions, but values choices, informed by technical information

WHY VALUE CHOICES NEED A PARTICIPATORY PROCESS

- Stakeholders view decisions about values as “political”
- Technical training doesn’t make us more qualified than others to decide what’s good for society

WHY VALUE CHOICES NEED A PARTICIPATORY PROCESS - continued

- Agencies still have to make decisions that involve values choices; but values choices are prime candidates for participation

WHY VALUE CHOICES NEED A PARTICIPATORY PROCESS

continued

- When agencies are confused about the difference between technical and values choices, stakeholders often begin to second-guess the agency technically

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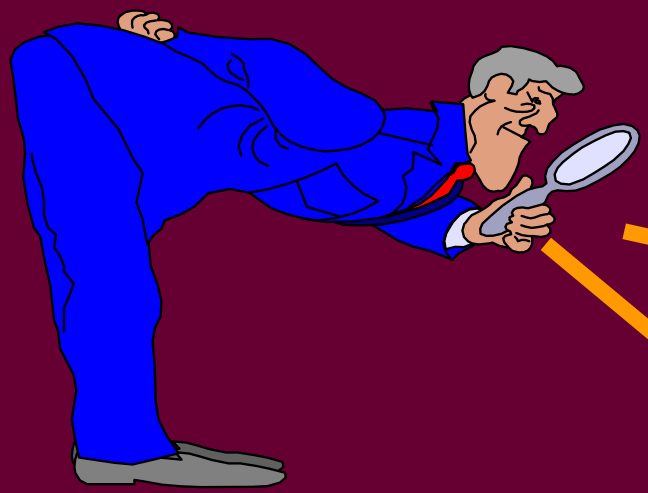
Old Model

Stand off:

Value Free:

Objective scientist/obse

river



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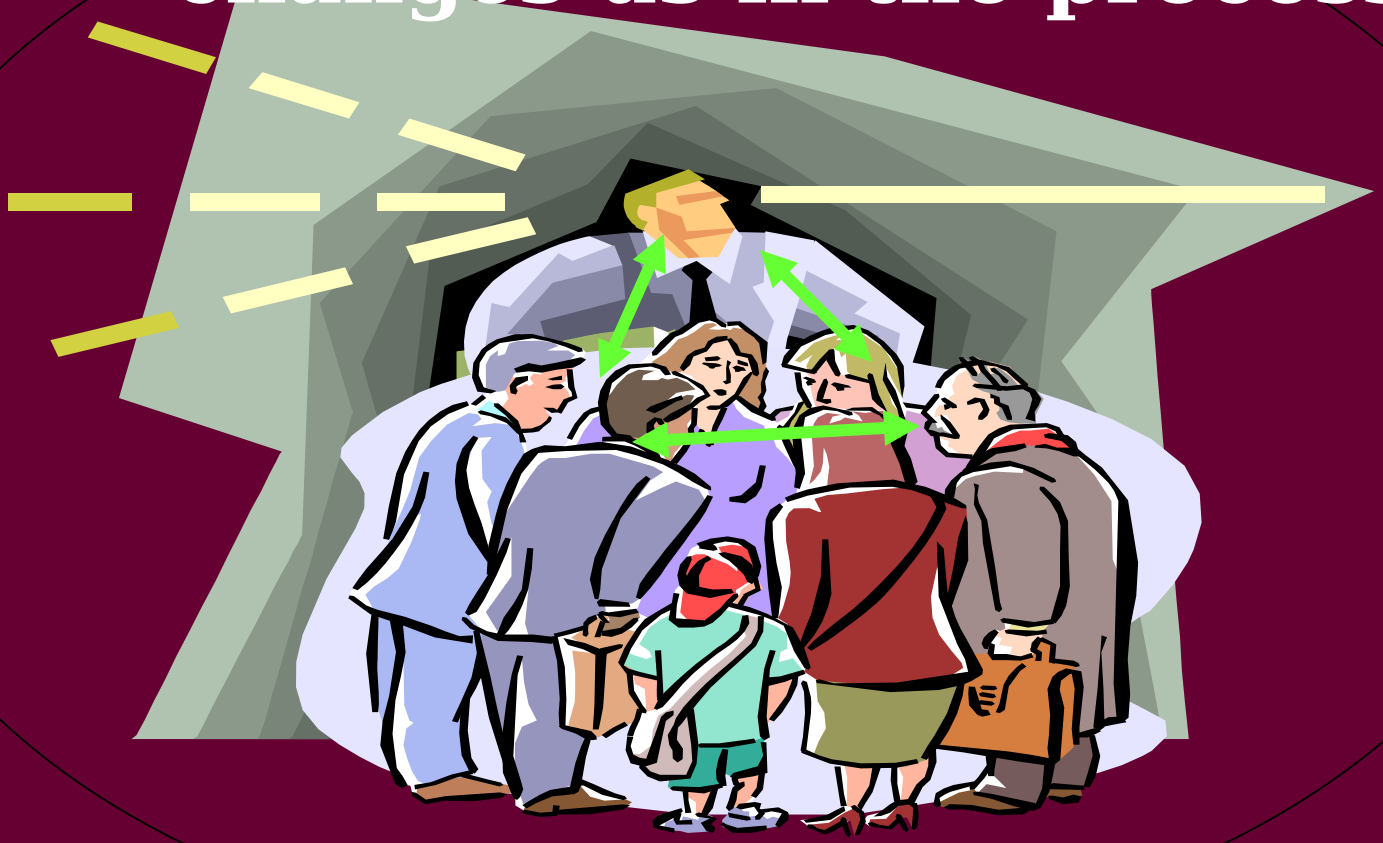
New Model

We interact with that which we observe and change it as it changes us in the process



Water management (and water reform) is ALWAYS political…..

Ancient Chinese Characters describing water management

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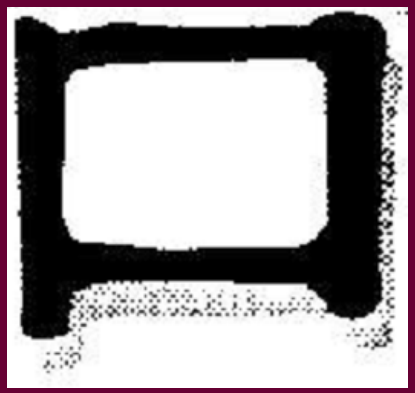

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river + dike = Politic al

CLASS EXERCISE

- Complete instructions are on page
- The instructor will assign you to a team
- In your team, formulate a plan in accordance with the instructions given to your team
- Do not read the instructions given to the other teams

The Basic Principles
1. Focus on the situation, issue, or behavior, not on the person.
2. Maintain the self-confidence and self-esteem of others.
3. Maintain constructive relationships.
4. Take initiative to make things better.
5. Lead by example.
Group 1

OVERNIGHT ASSIGNMENT

- Once you are assigned to a team, make assignments to ensure all cases are read overnight, with key points identified for a presentation
- You will have an hour in the morning for your team to prepare a 10-minute presentation for the Chief